

# State Board of Education Strategic Plan

April 1, 2014 Version #15

**Vision:** Every public school student will graduate ready for post-secondary education and work, prepared to be a globally engaged and productive citizen.

**Mission:** The State Board of Education has the constitutional authority to lead and uphold the system of public education in North Carolina.

**GOAL 1:** Every student in the NC Public School System graduates from high school prepared for work, further education, and citizenship

## Objective 1.1

Increase the cohort graduation rate

### Measure 1.1.1

Percentage of graduates receiving a diploma within four (4) years

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	79%	82%	85%	86%	88%	89.0%
Actual Results	80.4%	82.5%				

### Measure 1.1.2

Percentage of graduates receiving a diploma within five (5) years

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	85.1%	86.6%	88.1%	89.6%
Actual Results	81.1%	83.1%				

## Objective 1.2

Graduate students prepared for post-secondary education

### Measure 1.2.1

Percentage of the junior class scoring at or above the minimum requirement score on the American College Test (ACT) for admission into the UNC System (composite score of 17)

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	62.70%	66.90%	71.10%	75.30%
Actual Results	NA	58.5%				

#### Measure 1.2.2

Average American College Test (ACT) Composite Score for graduating class

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	18.5	18.6	18.7	18.8
Actual Results	NA	18.4				

#### Measure 1.2.3

Percentage of Advanced Placement (AP) exams taken on which students scored 3 or above

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	62.0%	64.0%	66.0%	68.0%	70.0%	72.0%
Actual Results	58.9%	59.2%				

#### Objective 1.3

Graduate students pursuing a Career and Technical Education (CTE) concentration prepared for careers

#### Measure 1.3.1

Percentage of graduates who are Career and Technical Education (CTE) Concentrators who earned a Silver or better on the ACT WorkKeys assessment

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	68.30%	69.3%	70.3%	71.3%
Actual Results	NA	67.3%				

#### Measure 1.3.2

Number of credentials earned by CTE students who complete industry certification programs

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	125,000	131,250	137,800	144,700
Actual Results	91,629	104,375				

### Measure 1.3.3

Percentage of graduates receiving a Career-Ready or a College/Career-Ready endorsement

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	46.0%	48.0%	50.0%
Actual Results	NA	NA	NA	due June 2015		

### Objective 1.4

Reduce the percentage of students needing remediation in post-secondary education

### Measure 1.4.1

Percentage of graduates needing remediation in the University of North Carolina (UNC) System in their freshman year following graduation

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	8.0%	7.0%	6.0%	5.0%	4.0%	3.0%
Actual Results	7.3%	TBD				

### Measure 1.4.2

Percentage of graduates meeting the *new* remediation-free standards in the NC Community College System in their freshman year following graduation from high school

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	50.0%	52.0%	54.0%
Actual Results	NA	NA				

### Measure 1.4.3

Percentage of graduates receiving a College-Ready or a College/Career-Ready endorsement

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	60.0%	62.0%	64.0%
Actual Results	NA	NA	NA			

### Objective 1.5

Increase student performance on the state's End of Grade (EOG) and End of Course (EOC) Assessments and on the National Assessment of Educational Progress (NAEP)

#### Measure 1.5.1

Percentage of students' test scores at or above the proficient level on the EOG and EOC assessments

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	49.2%	51.7%	54.2%	56.7%
Actual Results	NA	44.7%				

#### Measure 1.5.2

Percentage of schools meeting or exceeding annual academic growth

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	73.0%	75.0%	77.0%	79.0%
Actual Results	NA	71.3%				

#### Measure 1.5.3

Percentages of students scoring at or above proficient in grades 4 and 8 on the National Assessment of Educational Progress (NAEP) in Reading and Mathematics (NAEP administered in odd-number years)

Measure Values	2010-11	2012-13	2013-14	2014-15	2015-16	2016-17
NAEP Gr.4 Read Target	NA	NA	NA	35.5%	NA	36%
NAEP Gr.4 Read Actual	34%	35%	NA		NA	

NAEP Gr.8 Read Target	NA	NA	NA	33.5%	NA	34%
NAEP Gr.8 Read Actual	31%	33%	NA		NA	
NAEP Gr.4 Math Target	NA	NA	NA	45.5%	NA	46%
NAEP Gr.4 Math Actual	45%	45%	NA		NA	
NAEP Gr.8 Math Target	NA	NA	NA	36.5%	NA	37%
NAEP Gr.8 Math Actual	37%	36%	NA		NA	

## GOAL 2: Every student has a personalized education

### Objective 2.1

Increase the number of students who graduate from high school with post secondary credit

#### Measure 2.1.1

Percentage of high school students who earn college credit but not an associate's degree prior to graduating from high school

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	TBD	TBD	TBD	TBD
Actual Results						

#### Measure 2.1.2

Percentage of high school students who earn an associate's degree prior to graduating from high school

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	TBD	TBD	TBD	TBD
Actual Results						

#### Measure 2.1.3

Number of students who participate in at least one Advanced Placement course

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets			71,638	76,652	82,017	87,382
Actual Results	61,776	66,393				

**Objective 2.2**

Increase the number of teachers and students using online learning tools

**Measure 2.2.1**

Number of students successfully completing one or more online courses

<b>Measure Values</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Proposed Targets	NA	NA	NA	34,000	35,700	37,485
Actual Results	28,753	28,301				

**Measure 2.2.2**

Percentage of school districts using online modules as an instructional strategy

<b>Measure Values</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results						

Note: Baseline data will be collected in 2013-14

**Objective 2.3**

Increase the number of schools designated as STEM-, Global Education-ready, or schools using time as a variable for learning

**Measure 2.3.1**

Percentage of STEM- or Global-ready schools

<b>Measure Values</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results						

NOTE: Baseline data will be collected in 2013-14

**Measure 2.3.2**

Percentage of school districts offering flexible student schedules (late afternoon or evening courses as examples)

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results						
NOTE: Baseline data will be collected in 2013-14						

### Measure 2.3.3

Percentage of schools offering instruction at the pace appropriate for the needs of students using strategies such as credit recovery, credit by demonstrated mastery, and compacted curriculum.

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results	NA	NA	NA			
NOTE: Baseline data will be collected in 2013-14						

## Objective 2.4

Increase the number of charter schools meeting academic, operational, and financial goals

### Measure 2.4.1

Percentage of charter schools at or above 60% on EOG and EOC assessments

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	49.2%	51.7%	54.2%	56.7%
Actual Results		30%				

### Measure 2.4.2

Percentage of charter schools meeting or exceeding expected annual academic growth

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	73.0%	75.0%	77.0%	79.0%
Actual Results						

**Measure 2.4.3**

Percentage of charter schools meeting or exceeding academic, financial, and operational goals as measured by the Office of Charter School's performance framework

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD

Actual Results

NOTE: Baseline data will be reported in 2014-15

**Objective 2.5**

Increase the percentage of schools with a performance composite at or above 60% and meeting or exceeding growth

**Measure 2.5.1**

Percentage of schools with a performance composite at or above 60% and meeting or exceeding growth

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	20.0%	30.0%	40.0%	50.0%
Actual Results	NA	12.5%				

**Measure 2.5.2**

Percentage of third grade students scoring proficient or higher on the reading beginning of grade, end of grade, portfolio, or alternative assessment

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	60.0%	70.0%	80.0%
Actual Results	NA	NA				

## GOAL 3: Every student, every day has excellent educators

**Objective 3.1**

Develop and support highly effective teachers

**Measure 3.1.1**



Percentage of teachers moving from "in need of improvement" or "effective" to a higher status on the educator evaluation system

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results						
NOTE: Baseline data will be reported in Fall 2015						

#### Measure 3.1.2

Percentage of teachers with a status of effective or highly effective on the educator evaluation system

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results	NA	NA	NA			
NOTE: Baseline data will be reported in Fall 2015						

#### Measure 3.1.3

Percentage of teachers who respond, "agree" to follow-up survey item, "DPI-sponsored professional development activities have increased my understanding of instructional best practices."

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets			92.0%	93.0%	94.0%	95.0%
Actual Results	81.0%	91.0%				

#### Objective 3.2

Develop and support highly effective principals

#### Measure 3.2.1

Percentage of principals moving from "in need of improvement" or "effective" to a higher status on the school executive evaluation system

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
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Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results	NA	NA				
NOTE: Baseline data will be reported in Fall 2015						

### Measure 3.2.2

Percentage of principals (school leadership) whose teachers answer "yes" to the question "The school leadership consistently supports teachers." on the Teacher Working Conditions Initiative (administered in even-number years; question 7.1d.)

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	80.0%	NA	84.0%	NA
Actual Results	78.5%	NA		NA		NA

### Objective 3.3

Increase the number of teachers graduating from quality traditional and alternative educator preparation programs

#### Measure 3.3.1

Percentage of teachers passing required licensure exams

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA		NA	NA	TBD	TBD
Actual Results	97.0%	99.0%				

NOTE: Significant changes in licensure exam requirements go into effect in 2014-15, making it unreliable to use historical data to develop proposed targets.

#### Measure 3.3.2

Percentage of first year teachers who graduated from a NC teacher of education program responding favorably to the quality of their preparation on the common graduate survey

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results	NA	NA				

NOTE: The graduate survey has not been administered in recent years due to historically low response rates and budget constraints. A revised version of the survey will be distributed during the 2013-14 academic year.

### Measure 3.3.3

Percentage of first, second, and third year teachers rated proficient or higher standards on 3, 4, & 6 on the NC educator evaluation system

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	TBD	TBD	TBD	TBD
Actual Results	NA	NA				

NOTE: Changes in Standard 6 calculations occurred between 2011-12 & 2012-13. Proposed targets for future years can be developed after 2013-14 data are available.

### Objective 3.4

Increase the number of principals graduating from quality traditional and alternative educator preparation programs

#### Measure 3.4.1

Percentage of first year school administrators who graduated from a NC principal education program responding favorably to the quality of their preparation on the common graduate survey

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results	NA	NA				

NOTE: The graduate survey has not been administered in recent years due to historically low response rates and budget constraints. A revised version of the survey will be distributed during the 2013-14 academic year.

#### Measure 3.4.2

Percentage of first and second year school administrators rated proficient or higher on standards 2, 4, 5, & 8 on the NC school executive evaluation system

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	N/A	N/A	TBD	TBD	TBD
Actual Results	NA	NA				

NOTE: Changes in Standard 8 calculations occurred between 2011-12 & 2012-13. Proposed targets for future years can be developed

after 2013-14 data is available.

### Objective 3.5

Increase the percentage of effective or highly effective teachers in schools with a performance composite below 60% and not meeting or exceeding academic growth

#### Measure 3.5.1

Percentage of teachers with a status of effective or highly effective on the educator evaluation system in schools with a performance composite below 60% and not meeting or exceeding academic growth

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	TBD	TBD	TBD	TBD
Actual Results	NA	NA	1,076			

#### Measure 3.5.2

Number of National Board Certified teachers in schools with a performance composite below 60% and not meeting or exceeding growth

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	TBD	TBD	TBD	TBD
Actual Results	NA	NA				

## GOAL 4: Every school district has up-to-date financial, business, and technology systems to serve its students, parents and educators

### Objective 4.1

Provide all schools with sufficient wireless coverage to support 1:1 computing initiatives

#### Measure 4.1.1

Percentage of schools with a sufficient level of wireless coverage to implement 1:1 programs campus wide

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	25.0%	50.0%	75.0%	100.0%
Actual Results	NA	20.0%				

**Measure 4.1.2**

Percentage of middle schools implementing 1:1 programs for students

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	25.0%	50.0%	75.0%	100.0%
Actual Results	NA	16.0%	NA			

**Measure 4.1.3**

Percentage of high schools implementing 1:1 programs for students

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	25.0%	50.0%	75.0%	100.0%
Actual Results	NA	20.0%	NA			

**Objective 4.2**

Use Home Base as an essential resource for instructional delivery, online test administration, and communications with parents and students

**Measure 4.2.1**

Percentage of school districts using the Instructional Improvement System (IIS) within Home Base with all of its teachers

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results	NA	NA				

NOTE: Baseline data will be collected in school year 2013-14

**Measure 4.2.2**

Percentage of schools using a parent portal to allow parents to access information online regarding their children

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD

Actual Results                      NA                      NA  
 NOTE: Baseline data will be collected in school year 2013-14

**Measure 4.2.3**

Percentage of schools using TestNav to administer state mandated tests

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	TBD	TBD	TBD
Actual Results	NA	NA				

NOTE: Baseline data will be collected in school year 2014-15

**Objective 4.3**

Use all State and federal funding according to State and federal laws and State Board of Education policies

**Measure 4.3.1**

Percentage of recipients maintaining their funds in systems in compliance with the Uniform Education Reporting System

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	100%	100%	100%	100%	100%	100%
Actual Results	100%	100%				

**Measure 4.3.2**

Percentage of recipients having outstanding salary audit exceptions as of September 30 of each year.

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	24.0%	19.0%	17.0%	15.0%
Actual Results	30%	29%				

**GOAL 5: Every student is healthy, safe, and responsible**

**Objective 5.1**

Create and maintain safe and respectful school environments

**Measure 5.1.1**

Percentage of schools implementing school improvement frameworks that incorporate responsiveness to intervention and positive behavior intervention which address students' academic, emotional, and behavioral needs

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	NA	20.0%	30.0%	40.0%
Actual Results	NA	NA				
NOTE: Baseline data will be collected in 2013-14						

**Measure 5.1.2**

Percentage of students who agreed or strongly agreed that their teachers really care about them and give them a lot of encouragement as measured by the Youth Risk Behavior Survey (YRBS) administered in odd number years

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	70.0%	NA	80.0%	NA
Actual Results	59.5%	NA		NA		NA

**Measure 5.1.3**

Percentage of students who have been bullied on school property during the past 12 months as measured by the YRBS

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	15.0%	NA	10.0%	NA
Actual Results	20.5%	NA	NA	NA		NA

**Objective 5.2**

Promote healthy, active lifestyles for students

**Measure 5.2.1**

Percentage of local school districts implementing each component of the Healthy Active Children Policy (local school health advisory council, physical education, recess/physical activity, and coordinated school health program)

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	TBD	TBD	100%	100.0%	100.0%
Actual Results						

#### Measure 5.2.2

Percentage of high school students who are overweight or obese as reported on the YRBS in odd number years

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	26.0%	NA	22.0%	NA
Actual Results	28.8%					

#### Measure 5.2.3

Number of schools participating in the innovative school breakfast program

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	NA	240	340	440	540
Actual Results	40	140				

#### Objective 5.3

Decrease the number of students who are chronically absent, dropout, or suspended out of school

#### Measure 5.3.1

Percentage of students with 10 or more unexcused absences annually

Measure Values	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Proposed Targets	NA	TBD	TBD	TBD	TBD	TBD
Actual Results						

#### Measure 5.3.2



Annual 9-12 dropout rate

<b>Measure Values</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Proposed Targets	NA	NA	2.8%	2.6%	2.4%	2.2%
Actual Results	3.0%					

### **Measure 5.3.3**

Number of K-12 students suspended out of school (short-term is 10 days or less and long-term is more than 10 days)

<b>Measure Values</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Proposed Targets	NA	131,000	126,000	121,000	116,000	111,000
Actual Results	136,103					

### **Objective 5.4**

Decrease school violence and crime in schools

#### **Measure 5.4.1**

Number of reportable acts of school violence and crime per 1,000 K-12 students

<b>Measure Values</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Proposed Targets	NA	NA	7.00	6.70	6.40	6.10
Actual Results	7.63	NA				





n from high school